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Country programme document for Kazakhstan (2016-2020)

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I. Programme rationale

1. In the past decade, Kazakhstan has made impressive gains in human development. In 2013, it ranked 70 out of 187 countries globally, according to the *Human Development Report 2014*. Its strategic vision – the Kazakhstan Strategy 2050 – prioritizes development pathways that expand people's capabilities and choices. The country has been able to manage its resource-dependent economy prudently, but still struggles to fully diversify its economic base: the share of the small and medium enterprise (SME) contribution to GDP constituted only 17 per cent of the economy in 2014. Due to the sharp drop in oil prices in 2014, the country is preparing for a period of low growth: in 2015, about 1.5 per cent growth in gross domestic product (GDP) is projected, as opposed to the over 6 per cent growth in GDP the country enjoyed prior to 2014, according to the European Bank for Reconstruction and Development. In response, the Government has announced a cut in the Republican budget by at least 10 per cent in 2015 by 700 billion Kazakh tenge.

2. In 2014, the Government introduced a new economic stimulus package, *Nurly Zhol*. It represents a commitment to major investments in building new or modernizing existing public infrastructure – regional and municipal roads, transport systems, housing, utilities – as well as developing SMEs and creating jobs in non-extractive sectors. The *Nurly Zhol* package will keep intact current levels of social protection and social benefits, earmarking about 4.6 per cent of GDP annually. This policy is a concrete step towards diversifying policy options for building greater societal and economic resilience.

3. Inequalities between urban and rural areas, as well as among various social groups are widening: over 40 per cent of village residents are at risk of social exclusion, compared to 25 per cent in towns, according to the regional human development report. Inequalities in accessing quality services, especially in education and healthcare, persist, especially for vulnerable women, men and children living in poverty in rural areas. While poverty rates are generally low, at around 4 per cent (in 2013), rural poverty rates are triple that of urban areas. About 29 per cent of the economically active population, including more than 50 per cent of rural youth aged 16 to 24 are registered as 'self-employed', and face persistent challenges to securing sustainable livelihoods.[1]

4. Kazakhstan has already achieved many of its national Millennium Development Goal (MDG) targets, especially in poverty reduction and education. In recent years, it has made rapid progress in maternal and other health indicators. The main MDG 'unfinished business' will be in goal 6 (HIV/AIDS, tuberculosis and other diseases) and goal 7 (environmental sustainability).[2] Gender equality remains a high priority for the post-2015 development agenda, since women are considerably underrepresented in key decision-making bodies at national and local levels and, on average, earn 67 per cent of men's salary.[3] Even though the country had initially embraced the 'green economy' and 'sustainability' concepts, it remains to be seen whether it can fully implement them. The national and international dialogue on the sustainable development goals (SDGs) may positively contribute towards reenergizing this important vision.

5. Kazakhstan has made significant progress towards modernizing its system of governance and its public institutions. Strengthening the social contract becomes ever more relevant as Kazakhstan reaches the next level in institutional maturity, public services and political reforms. Kazakhstan was one of the first countries in the former Soviet region to pass a civil service law and introduce a merit-based system for the top and mid-level civil servants. In addition, the country adopted a new concept on local self-governance in 2013, and has committed to implementing a number of fiscal and administrative decentralization measures. In 2014, the Government was reshuffled and a leaner structure, comprising 12

[1] National Statistics Committee, Economically Active Population of Kazakhstan, 2009-2013.
[2] Draft MDG Report, 2013 .
[3] Less than 20 per cent of local governors are women, and less than 30 per cent of seats in the Parliament are occupied by women.

ministries and one state agency, was introduced. However, much more remains to be done if, in line with its strategic vision, the country is to fulfill its aspirations of becoming one of the top 30 developed countries by 2050. The public institutions at all levels are still inundated by high levels of bureaucracy and inefficiencies.[4] According to the Worldwide Governance Indicators compiled by the World Bank in 2012, the country has low rankings for accountability, control of corruption and rule of law.

6. The rapidly changing regional geopolitical situation influences Kazakhstan's politics and policies. The Eurasian Economic Union that took effect in 2015 reinforces common economic and trade space between the Russian Federation, Belarus, Armenia and Kazakhstan, with other Commonwealth of Independent States countries such as Kyrgyzstan likely to join in later; while the country prepares to accede to the World Trade Organization. Moreover, the President and the Government value the presence of the United Nations in Kazakhstan and worldwide, and seek to actively contribute to the mission and purpose of the United Nations. As an emerging donor and an increasingly salient South-South cooperation actor, Kazakhstan is also playing an active role in championing the regional and global dialogues on the SDGs.

7. The UNDP country office will conduct a number of outcome evaluations in 2015, as indicated in the country programme action plan, 2010-2015, which will provide more evidence-based information on the UNDP contribution to development results. During this cycle, UNDP has emerged as a 'partner of choice' in supporting the Government in many of its development priorities, ranging from civil service reform to positioning itself as a regional convener/facilitator. This is evident from the steady increase in government cost-shared projects: from 4 per cent in 2010 to more than 50 per cent in 2015. National partners acknowledge the significant contributions UNDP has made towards supporting the efforts of Kazakhstan in: (a) equitable development at the local level; (b) preserving biodiversity and promoting sustainable natural resources management; (c) good governance and access to justice; and (d) promoting regional cooperation.

8. In the area of local development and reducing inequalities, the joint United Nations programme in the East Kazakhstan region is widely recognized as demonstrating the value of the joint United Nations-Government approach to scaling up social and economic services to the most vulnerable groups: Kazakh repatriates-*oralmans*, persons with disabilities and under-employed youth, women and men. An independent medium-term evaluation conducted in 2014 for this joint programme confirms this success, and further points out the necessity of building in more evidence-based, innovative approaches for the remaining period. Based on this experience, in 2013, the Government allocated an additional $13 million to the United Nations country team to launch joint programmes in the Kyzylorda and Mangystau regions. The three local development programmes have demonstrated the UNDP ability to support the implementation of national policies such as the national Road Map for Employment (2011-2020), and the National Programme on Development for Regions (2014-2020).

9. In the area of natural resources management, the outcome evaluation conducted in 2013 recognizes UNDP success in advancing the country's policies and practices in conserving biodiversity, combatting land degradation, and introducing climate change adaptation in the agriculture sector (wheat). Based on evaluations of the Global Environmental Facility (GEF) projects, implemented by UNDP during the 2010-2015 period, UNDP is recognized by national and local partners as being at the forefront of promoting energy efficient technologies and sustainable transport solutions. The main lesson learned in this area is the necessity of transferring knowledge and capacities to national and local partners, both government and non-government, in order to achieve scaling up and sustainability.

[4] According to internal expert assessments, about 50 per cent of the budgetary allocations are spent and delivered on a yearly basis, both at the national and subnational levels.

10. In the area of good governance, UNDP has worked with key government agencies to introduce a new model of civil service and public administration. As a result, the Regional Hub for Civil Service in Astana was established in 2013 as a platform to exchange knowledge and best practices in civil service modernization among Kazakhstan and other countries in the region. This promises to become one of the country's major platforms for institutionalizing South-South and triangular partnerships. Ongoing UNDP efforts to promote a barrier-free environment and opportunities for all the persons with disabilities in the country resulted in ratification of the Convention on the Rights of People with Disabilities in 2015. Access to justice has been a priority for this country programme cycle: alternative dispute resolution mechanisms such as mediation, piloted by UNDP, have been integrated into the country's new civil code.

11. Three years of UNDP efforts has culminated in Kazakhstan adopting an enabling legislation to establish the official development assistance (ODA) system, provisionally called KazAid. With the growing role of Kazakhstan as a middle-income country and an active international player, an unprecedented opportunity is presented for UNDP to promote regional cooperation as one of the main priorities in the new country programme cycle.

12. The theory of change for the country programme, 2016-2020, addresses two main problem issues: (a) the country's ability to maintain development gains in the face of the anticipated economic slowdown; and (b) sustaining and scaling up the country's position as an international facilitator and promoter of regional and global dialogues. Based on lessons learned, UNDP recognizes the need to introduce a 'whole-of-society' approach to effect lasting transformation in the areas of governance and civil service reforms, and economic diversification. UNDP will utilize its available resources and capacities more effectively and efficiently by focusing areas of work on fewer but more strategic priorities in this programme cycle. Critical to success will be strengthened intra-governmental coordination mechanisms and streamlined delivery of services on the ground, with full participation of all stakeholders, so that social and economic benefits and opportunities can be distributed fairly among all members of society.

II. Programme priorities and partnerships

13. Based on its 'theory of change', and in line with the national priorities identified in the *Nurly Zhol* medium-term plan and the longer-term Kazakhstan-2050 vision, reflected in the Government-United Nations Partnership Framework for Development, Kazakhstan, 2016-2020, UNDP will work at the nexus of inclusive and sustainable development, governance, and regional cooperation. UNDP will expand current partnerships and strengthen its role of a convener and facilitator between the Government, private sector, non-governmental organizations and communities, as well as United Nations organizations and other international bodies.

14. The government cost-sharing mechanism will remain a strategic choice for UNDP. By 2016, Kazakhstan, as a net contributing country, will cover at least 75 per cent of UNDP presence and core operations, with an increase to 100 per cent coverage during 2018-2020. This signals a new era of partnership, where transformative results are expected at a much greater scale and a higher level of impact. UNDP and the Government will develop an agreement to provide predictable, medium-term funding for this country programme cycle, with the aim of securing at least $12 million annually for key programmatic portfolios. UNDP will complement government cost-sharing by diversifying its resource mobilization and partnerships base, and focusing more on international banks, various development funds and the private sector.

15. During this cycle, UNDP will work towards contributing to three outcomes outlined in the Partnership Framework for Development. These programme priorities are inter-linked, based on a portfolio-based approach, and focus on: (a) diversification of the economy and provision of decent work opportunities for the underemployed and socially

vulnerable people; (b) sustainable human settlements, and natural resources management; (c) accountable and effective institutions accessible; and (d) regional cooperation and development. UNDP priorities also reflect the emerging aspirations for the SDGs, as important parallels exist between the global post-2015 development agenda and Kazakhstan's 2050 strategy, which articulates a vision for the future that rests on core values of human rights, equity and sustainability.

16. The programme priorities correspond to outcomes 1, 2, 5 and 7 of the UNDP strategic plan, 2014-2017, and contribute collectively to outcome 4 on gender equality. UNDP will strengthen its design parameters, especially targeting, by improving disaggregated data collection and political economy analysis by region, gender, age and vulnerable groups. It will provide upstream policy advice coupled with the introduction of up-to-date innovative knowledge, ideas and practices, which can be practically integrated into local and national planning and implementation, and scaled up or replicated. The programmatic priorities have been collectively identified together with key national partners during the Partnership Framework for Development/country programme consultations.

17. UNDP will reposition its support to employment and economic diversification by realigning to *Nurly Zhol,* and establishing stronger linkages between local level implementation and national policies. It will provide targeted policy advisory support to promote employability and access to decent work for rural youth, persons with disabilities, and underemployed men and women. UNDP will continue scaling up the joint United Nations local development initiatives by promoting sustainable production technologies, and innovative approaches to vocational education and training services that better respond to labour market demands. In addition, UNDP will continue promoting overall economic diversification, and serve as a broker of knowledge and innovations by introducing new areas for SME development in non-extractive sectors (green energy/utility services, sustainable agriculture, eco-tourism and 'green' public infrastructure), and by linking potential investors to local producers and farmers.

18. Drawing on the experience accumulated through its energy and environment programme in the previous cycle, UNDP will establish a new portfolio on sustainable urbanization. This is a competitive niche area for which UNDP is well known in the country and, if successfully implemented, could serve as a template for effectively organizing UNDP work for other countries.[5] It will consolidate the knowledge and pilots to date, and implement a more integrated approach to promoting sustainable and modern urban planning and management, including engaging non-governmental organizations (NGOs) and the private sector in promoting sustainable production and consumption patterns. New partnerships for integrating energy efficiency measures in key sectors of economy will be scaled up, and renewable energy solutions will be developed for the underserved and remote rural communities. UNDP will continue expanding its work in ecosystems and natural resources management and protection by introducing new models of payments for eco-systems services and sustainable livelihoods options around protected territories, for both women and men. UNDP will promote gender-sensitive disaster risk reduction interventions, prioritizing Southern Kazakhstan and other territories prone to natural and human-induced hazards. It will support the strengthening of environmental governance through capacity development of and coordination between relevant public institutions, the private sector and communities.

19. UNDP will realign its governance portfolio behind a singular purpose, *government for people*. It will give special focus to facilitating reform processes aimed at making public institutions more open, dynamic, flexible and less corrupt, such as streamlining business processes, functions and responsibilities of local and national government agencies. UNDP will promote broader policy changes in decentralization (fiscal and administrative), and participatory decision-making at local level. It will work with both duty-bearers (key

[5] GEF projects' mid-term (2010, 2013) and final evaluations (2013)

human rights and rule of law institutions, the judiciary and the Parliament), and rights-holders (represented by civil society, persons with disabilities, youth), in order to strengthen the capacities of human rights and rule of law institutions. UNDP will promote free legal aid and access to alternative dispute resolution mechanisms to victims of gender-based violence, persons with disabilities, and other vulnerable groups. UNDP will support public monitoring and oversight measures to improve transparency and participation, and will strengthen capacities of civil society organizations at local and national levels. UNDP will promote gender-responsive planning and budgeting at both national and local levels, and improve targeted service delivery corresponding to the specific needs of youth, women and men.

20. UNDP will scale up its international pillar through two strategic initiatives: *KazAid*, to support the establishment of Kazakhstan's ODA system, and the *Regional Hub for Civil Service in Astana*. The Hub and other UNDP initiatives will promote empowerment of women working in civil service, through targeted policy and capacity development support. The Hub initiative will demonstrate scaling up to meet high demand and expectations both domestically and internationally, by delivering concrete results and innovations in research, knowledge management and capacity building. The Hub platform also presents an opportunity to strengthen practical South-South/East-East partnerships and collaborations, including a potential for additional resource mobilization. Strong linkages will be established with UNDP global centres and hubs and other similar entities in order to reach stronger synergies. UNDP will actively support transforming the KazAid concept into practice by providing policy advisory and technical support on ODA establishment and delivery. UNDP will actively support the Government in regional and global dialogues and initiatives on the SDGs, especially on those issues of shared concern such as sustainable management of natural resources, building inclusive societies and accountable institutions, and safe and resilient cities and human settlements.

III. Programme and risk management

21. This country programme document outlines UNDP contributions to national results and serves as the primary unit of accountability to the Executive Board for results alignment and resources assigned to the programme at country level. Accountabilities of managers at the country, regional and headquarter levels with respect to country programmes is prescribed in the organization's programme and operations policies and procedures and the internal controls framework. Partnership Framework for Development reviews will ensure that the United Nations and UNDP support is implemented fully in line with nationally owned expectations.

22. National execution will be the default implementation modality, to be replaced by direct execution for all or part of the programme if required to enable response to force majeure. The harmonized approach to cash transfers arrangement will be used for initiatives that involve one or more United Nations organization, in order to fully utilize national systems. UNDP will periodically assess the capacities of implementing partners to effectively manage resources. Local and national partners will actively participate in the annual work planning, results monitoring and reporting processes to ensure transparent and accountable decision-making. UNDP will ensure that all programmes will apply a human rights-based approach and gender mainstreaming throughout this country programme cycle.

23. UNDP dependence on government cost-sharing, while a strategic choice for the country office, also presents a challenge. Concerted efforts will be taken to avoid the risk of substituting regular government functions. This requires internal oversight and consistent communication with partners by senior management. The ongoing economic crisis may become entrenched, thus challenging the country's ability to allocate resources to UNDP presence and functioning as a net contributor country. UNDP will diversify its strategic partnerships by targeting the private sector, both domestic and transnational.

24. To demonstrate the principle of 'fit for purpose', UNDP will critically reassess its internal human resource capacities. It will introduce a flatter, leaner office structure, following global UNDP restructuring principles. It will provide strong coaching, mentoring and professional growth opportunities for all country office staff and project personnel to the extent possible, so that the profile of the credible, qualified office is maintained and strengthened. Projects and programmes will introduce a systematic review process to ensure that environmental and social safeguards, costs and benefits are evaluated in accordance with UNDP procedures.

IV. Monitoring and evaluation

25. UNDP will hold regular programme and project reviews to strengthen systemic monitoring. Each year, it will set strategic directions through its Strategic Advisory Board (chaired by the Deputy Prime Minister), and other partners. Based on the recommendations of external assessments conducted within the previous country programme cycle, it is necessary for the country office to strengthen its internal capacities to systematically collect relevant data, and analyze and utilize them effectively for intended results. At least 15 per cent of programme staff time will be dedicated to this purpose, while stronger collaboration will be established with national and local statistical offices. About 3 to 5 per cent of programme resources will be earmarked for systematic monitoring, evaluation and research.

26. UNDP will support the Government and civil society to produce cutting-edge research and data on the SDGs, both at national and local levels. This will entail promoting utilization of new tools of information gathering and analysis such as 'open data' collection, citizen reporting and others. UNDP will issue at least one national human development report dedicated to the post-2015 development agenda and the SDGs, and/or other topics of national interest and priority.

27. UNDP will extensively involve United Nations organizations as well as bilateral and multilateral partners to strengthen national monitoring and evaluation capacities. UNDP and implementing partners will conduct joint reviews of annual progress of programme and project implementation. Monitoring and evaluation quality control will be ensured through independent audits and evaluations, to be conducted in line with UNDP policies and procedures. UNDP and implementing partners will conduct at least one evaluation for each country programme/Partnership Framework for Development outcome during this programme cycle. It is expected that over 30 projects will be monitored and evaluated on a regular basis during 2016-2020.

Annex. Results and resources framework for Kazakhstan (2016-2020)

NATIONAL PRIORITY OR GOAL: Kazakhstan 2050: A diversified knowledge-based economy in which competitive entrepreneurs make effective and sustainable use of the country's natural resources.				
UNDAF (OR EQUIVALENT) OUTCOME INVOLVING UNDP 1: Outcome 1.2: Diversification of the economy provides decent work opportunities for the underemployed, youth, and socially vulnerable women and men.				
RELATED STRATEGIC PLAN OUTCOME: 1				
UNDAF OUTCOME INDICATOR(S), BASELINES, TARGET(S)	**DATA SOURCE AND FREQUENCY OF DATA COLLECTION, AND RESPONSIBILITIES**	**INDICATIVE COUNTRY PROGRAMME OUTPUTS** *(including indicators, baselines targets)*	**MAJOR PARTNERS / PARTNERSHIPS FRAMEWORKS**	**INDICATIVE RESOURCES BY OUTCOME ($)**
Indicator: Percentage of youth aged 15 to 28 not in education, employment or training (NEET) Baseline: 8% (2013) Target: 6% (2020) **Indicator:** Overall employment rate among persons aged 16 to 63 with disabilities Baseline: 40% (2014) Target: 55% (2020)	National and regional statistics committees; Doing Business Reports (World Bank); United Nations/UNDP reports and data sources; Organization for Economic Co-operation and Development (OECD) data Citizen-developed data Chamber of Commerce reports Frequency: quarterly/annual	**Output 1: National and sub-national systems and institutions enabled to achieve structural transformation of productive capacities that are sustainable, and employment and livelihoods-intensive** **Indicator 1.2:** Number of schemes which expand and diversify the productive base based on sustainable production technologies Baseline: 10 Target: 50	Ministry of National Economy, National Chamber of Entrepreneurs, *akimats* (districts) of East-Kazakhstan, Mangystau, Kyzylorda and other regions, Ministry of Health and Social Development	**Regular: 45,000** **Other: 5,000,000**
	Disaggregated data is not available/not reliable: measures will be taken by UNDP together with national partners to collect and monitor data by groups and regions Sources: as above. Frequency: quarterly/annual	**Output 2: Strengthened engagement between public and private sector institutions in enhancing employability and access to decent work, particularly for youth, women and persons with disabilities** **Indicator 2.1**: Number of informed policy dialogues conducted at local and national levels on employment and labor-market dynamics Baseline: 0 Target: 2 in each target region	Ministry of National Economy, local authorities, Ministry of Health and Social Development	**Regular: 50,000** **Other: 4,000,000**

		Indicator 2.2: Number of targeted vocational education and trainings to match labour market needs for youth/women/persons with disabilities employment Baseline: limited; Target: 30 per target region		
	Sources: as above Frequency: quarterly/annual	**Output 3: Improved value chains for SMEs, with strengthened access to financing and market instruments for women, youth and persons with disabilities** **Indicator 3.1**: Number of (youth/ persons with disabilities/women-owned) SMEs that are self-sustainable, with products and services traded at local and regional markets, in three select regions Baseline: 30 Target: 70 **Indicator 3.2**: Number of strengthened business development centers providing targeted services for women/youth/persons with disabilities. Baseline: 5 Target: 30	Ministry of National Economy, private sector, Ministry of Health and Social Development	**Regular: 60,000** **Other: 3,000,000**
NATIONAL PRIORITY OR GOAL: Kazakhstan 2050: A diversified knowledge-based economy in which competitive entrepreneurs make effective and sustainable use of the country's natural resources.				
UNDAF (OR EQUIVALENT) OUTCOME INVOLVING UNDP 1: Outcome 1.3: Ecosystems and natural resources are protected and sustainably used, and human settlements are resilient to natural and human-induced disasters and climate change.				
RELATED STRATEGIC PLAN OUTCOME: 1				
Indicator: Number of settlements and cities that have implemented resilience-building measures as per	• Disaggregated data is not yet available on sustainable cities/sustainable urbanization. UNDP with	**Output 1. Selected settlements have adopted integrated models for sustainable growth** **Indicator 1.1** Number of new jobs/ livelihoods	Ministry for National Economy Ministry for	**Regular: 50,000** **Other: 6,000,000**

international recommendations **Baseline**: None **Target**: 20 settlements/cities **Indicator:** Number of key sectors, including public sector that have adopted greening/climate adaptation practices. Baseline: 2 Target: 5	partners plans to collect comprehensive data on greening/sustainable urban planning across select municipalities. • Municipal data on waste management • Data on adoption of energy efficiency technologies in select cities: Municipal data Frequency: bi-yearly/yearly data collection.	created through management of natural resources, ecosystems services, chemicals and waste, sex-disaggregated Baseline: 20 Target: 80 **Indicator 1.2** Number of settlements implementing integrated models for sustainable and resilient settlements Baseline: 1 Target: 15 **Indicator 1.3:** number of innovative methods for communal and hazardous waste management adapted by private sector and communities Baseline: communal - 1; hazardous – 1 Target: communal - 3; hazardous - 2. **Indicator 1.5** Number of new development partnerships with funding for improved energy efficiency, and sustainable energy solutions targeting underserved communities Baseline: 4 partnerships in key sectors Target: 20 Baseline: 5 regional solutions Target: 30 regional solutions	Agriculture Ministry for Investment and Development Ministry for Energy Committee on Water Resources Committee on Forestry and Wildlife Committee on Construction, Communal Housing and Land Resources National Committee of Statistics	
Indicator: Percentage of national and regional development plans that incorporate gender-responsive economic, social and health aspects of disaster and climate risks. Baseline: 10% Target: 50%	Data on disaster risk reduction is not comprehensive at both national and local levels. UNDP, with national and local partners, and organizations such as the United Nations Organization for the Coordination of Humanitarian Affairs (OCHA) and the United Nations International Strategy for Disaster Reduction (ISDR) will work to strengthen data collection, monitoring systems. Frequency: quarterly/yearly data collection.	**Output 2. Mechanisms in place to assess natural and human-induced risks at national and sub-national levels** **Indicator 2.1** Number of plans that are informed by multi-hazard national and sub-national disaster and climate risk assessments, taking into account differentiated impacts on women and men Baseline: 1 Target: 5 **Indicator 2.2:** Availability of standard damage and loss accounting methodology Baseline: none in place Target: one standard system piloted	As above, including: National Committee on Emergencies Community-based organizations	**Regular: 60,000** **Other: 5,500,000**

Indicator: Percentage of protected areas and adjacent territories and ecosystems managed sustainably. **Baseline: 8%** **Target: 20%**	Data to a large extent is not systematized and not gender disaggregated. UNDP, with local communities, large NGOs and regional and local *akimats*, will work to strengthen data collection, monitoring systems. Sources: Ministry of Agriculture data; World Overview of Conservation Approaches and Technologies database Frequency of data collection: yearly.	**Output 3. Natural resources are protected, accounted for and integrated in national and/or sub-national development planning** **Indicator 3.1.** Number of sector-specific payment schemes for ecosystem services introduced and piloted Baseline: none Target: 1 viable scheme piloted **Indicator 3.2** Number of sustainable land management practices introduced. Baseline: 12 Targets: 20 **Indicator 3.3**: Number of water basins sustainably managed, and watersheds rehabilitated at national/regional levels Baseline: 1 basin (Ili-Balkhash) Target: 3 (Ural, Kigach, Chu-Talas) Baseline: ~5% of watersheds (Eastern, Southern and Western Kazakhstan) Target: ~20%	Ministry for Agriculture Committee for Water Resources Committee for Forestry and Wild Life Regional *akimats* and *akimats* of *rayons* (regions) KazAgro and affiliated companies NGOs	**Regular: 50,000** **Other: 7,500,000**
	Impact of climate change on protected areas is not analyzed. UNDP, with local communities, large NGOs and regional and local *akimats*, will work to strengthen data collection and monitoring systems. Frequency of data collection: yearly.	**Output 4. National and sub-national institutions have strengthened capacities in environmental governance in protected territories and adjacent settlements** **Indicator 4.1:** Number of national and sub-national institutions that actively apply environmental governance practices (climate change, water management, sustainable agriculture) Baseline: 5 Target: 20 **Indicator 4.2.** Number of local governments benefiting from improved territorial planning and cooperation, and conflict prevention practices. Baseline: 5 Target: 10	Regional *akimats* and *akimats* of *rayons* Ministry for Agriculture NGOs Rural and peri-urban communities	**Regular: 70,000** **Other: 3,500,000**

NATIONAL PRIORITY OR GOAL: Kazakhstan 2050: A strong, transparent and inclusive economic and political institutional capacity that supports the effective management of the economy and the well-being of all people of Kazakhstan. A decentralized government structure which provides for the essential needs of Kazakhstan's people in an empowered and accountable manner.				
UNDAF (OR EQUIVALENT) OUTCOME INVOLVING UNDP 1: Outcome 2.2: Judicial and legal systems, and public institutions are fair, accountable and accessible to all people.				
RELATED STRATEGIC PLAN OUTCOME: 2				
Indicator: Level of transparency of government policymaking Baseline: 40/144 (2013) Target: 24/144 (Global Competitiveness Index and OECD data)	Global Competitiveness Index World Bank data National data: Agency for Statistics Supreme Court statistics NGOs/civil society organizations (CSOs)/Nur Otan Party Note: open data sources are limited Frequency: yearly	**Output 1. Institutions and systems enabled to address awareness, prevention and enforcement of anti-corruption measures across sectors and stakeholders** Indicator 1.1: Number of proposals adopted to mitigate sector-specific corruption risks (public procurement, healthcare, etc.) Baseline: 1 Target: 3. Indicator 1.2: Number of disaggregated and open data systems utilized by the Government and civil society to monitor progress on national development goals, aligned with post-2015 agenda Baseline: 0 Target: 5	Agency for Civil Service Affairs and Fighting Corruption, Supreme Court, Ministry of Interior, General Prosecutor's Office, Ministry of Finance, Ministry of National Economy	**Regular: 40,000** **Other: 2,500,000**
	OECD, Organization for Security and Co-operation in Europe (OSCE) and European Union data; UNDP and OHCHR data; NGOs/CSOs (need to work with these partners further to develop capacities for effective engagement) Data from the National Commission on Human Rights/Ombudsman Frequency: annually	**Output 2. Frameworks and dialogue processes engaged for effective and transparent engagement of civil society in national development** **Indicator 2.1** Number of CSOs that have the capacity to engage in critical development and crisis-related issues, disaggregated by women's, youth, persons with disabilities, other excluded groups Baseline: 0 Target: 20 **Indicator 2.2** Number of civil society organizations/networks with improved mechanisms or ensuring transparency,	Parliament, General Prosecutor's Office, *maslikhats* (Local Authorities), Ministry of Investment and Development, Ministry of National Economy, Commission on Human Rights, Ombudsman Institution, Agency for Civil Service Affairs and Fighting Corruption, Ministry of National Economy, Ministry of Finance, Ministry of Agriculture,	**Regular: 40,000** **Other: 2,000,000**

		representation and accountability in three regions Baseline: 10 Target: 40	Ministry of Health and Social Development, Ministry of Defense, Ministry of Education and Science	
	Data from the centres for public services (one-stop shops) Ministry of Investment and Development Data from *akimats* Citizen satisfaction surveys Agency for Civil Service Affairs and Corruption Prevention; UNDP survey Frequency: yearly	**Output 3. National and sub-national level institutions enabled to deliver quality and responsive public services** **Indicator 3.1** Number of sub-national administrations in select localities with strengthened capacities to plan, budget and/or monitor public services Baseline: 10 Target: 30 **Indicator 3.2**. Level of satisfaction of relevant stakeholders with the responsiveness of local authorities in providing quality public services, including e-services Baseline: Low Target: Medium	Local *akimats*, Ministry of National Economy, local self-governing bodies, CSOs, Ministry of Investment and Development	**Regular: 50,000** **Other: 5,000,000**
Indicator 5: Percentage of citizens reporting satisfaction with the accessibility, accountability and quality of public sector, judicial and law enforcement systems. Baseline: 68% (2015) Target: At least 80% (2020)	OECD, OSCE and European Union data; UNDP and OHCHR data; NGOs/CSOs (need to work with these further to develop capacities for effective engagement) Data from the National Commission on Human Rights/Ombudsman Universal Periodic Review (UPR) monitoring reports Strategic plan of the Ministry of Justice for 2014-2018; Independent public surveys by target groups (vulnerable people, youth, labour migrants, displaced persons, etc.)	**Output 4. Capacity of human rights and rule of law institutions strengthened, including improved access to justice and redress.** **Indicator 4.1**: Percentage of UPR recommendations that are accepted and implemented Baseline: 47 (out of 194); Target: 96 (out 194) **Indicator 4.2:** Number of gender-responsive budgets and plans developed and implemented at local and national levels Baseline: 2 Target: 10 **Indicator 4.3**: Level of awareness of the	Supreme Court General Prosecutor's Office Ministry of Interior Ministry of Justice Commission on Human Rights Ombudsman Institution Agency for Civil Service Affairs and Fighting Corruption Commission for Women Affairs and	**Regular: 65,000** **Other: 3,000,000**

	Frequency: annually	rights-holders (public) to express and exercise their rights Baseline: low (less than 10%) Target: medium (at least 30% of the population) **Indicator 4.4**. Percentage of persons with disabilities and other vulnerable groups able to access free legal aid, including alternative dispute resolution mechanisms Baseline: 20% Target: 60%	Family-Demographic Policy	
NATIONAL PRIORITY OR GOAL: Kazakhstan 2050: A country that is open to the rest of the world and ready to work with its neighbours to contribute to the solution of global challenges				
UNDAF (OR EQUIVALENT) OUTCOME INVOLVING UNDP 1: Outcome 3.1. The Government, together with partners, promotes achievement of sustainable development goals in the region, and leads in promotion and implementation of United Nations principles, standards and conventions.				
RELATED STRATEGIC PLAN OUTCOME: 7				
Indicator: Capacity of KazAid and Kazakhstan's ODA to provide targeted support to areas critical to human development and security in Central Asia and beyond Baseline: Nascent state of national ODA system; KazZaid agency creation (2015). Target: ODA is functioning and providing effective development assistance through KazAid and substantively contributes to human development in the region (2020)	Ministry of Foreign Affairs reports OECD data (Paris Declaration on Aid Effectiveness) Frequency of reporting: yearly	**Output 1. The national ODA agency (KazAid) is established and well-functioning** **Indicator 1.1**: Availability and implementation of approved rules and regulations for sustainable operation of KazAid as an ODA agency Baseline: none Target: ODA regulations developed and implemented **Indicator 1.2** Number of effective mechanisms in place to access, deliver, monitor, report on ODA Baseline: 0 Target: 3	Ministry of Foreign Affairs, all line ministries, major donor organizations (United States Agency for International Development, Japan International Cooperation Agency, etc.) United Nations organizations	**Regular: 75,000** **Other: 1,000,000**
Indicator: Regional cooperation initiatives in place that promote East-East/South-	Regional Hub of Civil Service in Astana reports; Reports/satisfaction surveys from	**Output.2. Regional Hub of Civil Service in Astana providing strategic knowledge and**	Agency for Civil Service Affairs and Corruption Prevention,	**Regular: 50,000** **Other: 11,000,000**

South partnerships for implementation of sustainable development goals Baseline: Lack of systematized cooperation mechanisms for SDGs. Target: By 2020 regional cooperation hubs demonstrate success in East-East/South-South cooperation in promoting SDG implementation	participating countries in the Hub	**innovative solutions globally contributing to effective South-South and triangular cooperation** **Indicator 2.1** Number of Hub participating countries actively implementing joint, innovative solutions for civil service development Baseline: 6 active (of existing 30) Target: 20 active **Indicator 2.2** Number of sustainable, peer-to-peer knowledge management and networking exchanges among the Hub's participating countries that promote implementation of SDGs Baseline: 6 knowledge solutions; 2 capacity exchanges Target: 30 knowledge solutions; 30 capacity exchanges	Ministry of National Economy of Kazakhstan; Ministry of Foreign Affairs	
		Output 3: Regional and international development initiatives in place and functioning, supporting the positioning of Kazakhstan as an upper middle-income country and its emerging leadership role at the regional level **Indicator 3.1** Number of organizations and people participating in dialogues on the post-2015 development agenda and sustainable development goals (disaggregated by type of organization) Baseline: 3 organizations; 500 people.	Ministry of Foreign Affairs, Office of the Prime Minister, Parliament, NGOs, foundations, OECD, other international organizations, media	**Regular: 65,000** **Other: 1,000,000**

		Target: 30 organizations/platforms; 100,000 people **Indicator 3.2:** Number of advocacy initiatives by Kazakhstan on SDGs and other priorities, supported by the international community Baseline: 3 Target: 10		